

**Fermilab
FY2002 Self-assessment
Process Assessment Report
For
Technical Division**

20-Sep-2002

Division/Section performing assessment

Technical Division

Name of organization that owns assessed process

TD Headquarters

Organization Strategy

In order to conduct business, the Division needs to hire and manage many people. Part of doing business appropriately includes training, performance and salary reviews, promotions, disciplinary actions, and sometimes firing. The Division follows all the guidelines set forth by the Laboratory Services Section as defined in the Laboratory Personnel Policy Guide, or other such policy documents.

Names of Personnel on Assessment team

Jamie Blowers, Quality Assurance Officer

Name of process assessed

Personnel Management in the Technical Division

Brief description of process to be assessed

Personnel management consists of personnel hiring, training, performance & salary reviews, salary increase, promotions, disciplinary actions and firing.

Are metrics associated with this process? If so, what are they?

There are no contractual or internal metrics associated with this process.

What are the names of the procedures associated with this process?

Laboratory Personnel Policy Guide.

Are these procedures being followed? Are they current?

The Technical Division is following these procedures. There is one section that is not current (Article 25 - Performance Reviews), and we acknowledge that Lab Services is working towards updating it.

Describe the methodology used to assess this process.

The methodology used to assess this process involved reviewing the Personnel Policy Guide (and a few other records), and interviewing the Division contact person for personnel issues (the Division Budget Officer, LaDaune Trierweiler). We structured our discussions around the pertinent sections of the policy guide:

Article 1 - Employment (hiring)
Article 5 - Wages, Salaries and Awards
Article 18 - Termination of Employment
Article 20 - Discipline and Grievances
Article 25 - Performance Reviews

Note: the performance review system has recently changed, and so we used the training records as a reference because the personnel guide has not yet been updated.

Results of the assessment:

The results of the assessment are very positive, and so a ranking of **excellent** is appropriate. The Division follows every personnel policy/procedure exactly as is defined in the policy guide (or other such policy documents). In the auditors experience at Fermilab, every Administrative Assistant that he has spoken with understands the system the same way, and it matches what is stated in the personnel guide. This indicates that the system is implemented very well in the Division.

Although the personnel guide is online, LaDaune is on a hard-copy distribution. Whenever she refers to her hard-copy, she double-checks the version on the Internet to make sure that it says the same thing. If there are ever any questions that can't be answered from the personnel guide, we always contact Laboratory Services. If there are problems, feedback is provided so that we can correct what we are doing.

Specifics:

Article 1 - Hiring

This section describes the complete methodology for hiring personnel of any job type (e.g. permanent, contract, on-call, et cetera). The Division follows these procedures exactly when we need to hire personnel. In addition to the requirements stated in the guide, all hiring documents are funneled through LaDaune's office. LaDaune compares the job offer and interview evaluations to the published job description. This helps to ensure that we have done what we

need to do to hire the right person.

Article 5 - Wages

The salary reviews, as described in this section of the guide, are completed in the Technical Division exactly as written. Each year the Division conducts a salary review, and provides the data back to Lab Services. Again, LaDaune reviews all the data for completeness and consistency.

Article 18 - Firing

Much care is taken when the Division decides to fire an employee. Each case is different enough that the Division maintains a constant dialogue with Lab Services during each instance so that we do things appropriately. Lab Services is always very good about helping the Division in any way possible.

Article 20 - Discipline

The Division follows the procedures as written in this section of the guide. If there are ever any questions, we contact Lab Services.

Article 25 - Performance Reviews

The performance review system has been recently changed. The entire Laboratory went through training sessions that described how the new system should work (summer 2002). Since the training was given, the system has been updated even more (see memo from Mike Witherell dated 9/6/2002). Since this is a transition year for the new system, many questions are arising as we try to implement the new system. For the most part, the questions are answered by the Lab Services Section. There are still questions arising about the details of completing the forms and setting the goals, and during this transition year it is acknowledged that we will need to learn as we go.

Regarding training, there is a section in the TD Quality Management System TD-2010 which describes how training is handled in the Division. Part of the annual review process is to conduct or update an Individual Training Needs Assessment (ITNA). This process aids the employee and supervisor to be able to define most of the training that is needed. There is some on-the-job or job-enrichment training which needs to be defined outside of the ITNA, and this is captured on the performance review form. Training records are normally maintained in either the TRAIN database or on the performance review form. Often on-the-job training is capture in a Department/Group specific form, and is maintained by the local supervisor.

Identified opportunities for improvement

The only issue that came out of the assessment is that the personnel policy guide is not yet updated with the new performance review system. It is understood that Lab Services is working on this.

Schedule for implementation of improvements

The schedule for updating the policy guide is not known to Technical Division.

Status of improvements from previous assessment

N/A

Attachments (supporting data, worksheets, reports, etc.)

The following attachments have been incorporated into this report:

"Personnel Policy Guide" - Sections of the Personnel Policy Guide which were reviewed during this assessment

"Performance Review Training" - Slides from the training given on the new performance review system

"Witherell memo" - A memo from Mike Witherell describing the changes to the new performance review system

"TD Policy TD-2010" - The section of the TD Quality Management Program which pertains to training

Fermi National Accelerator Laboratory

Guide to Personnel Practices and Policy



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Guide to Personnel Practices and Policy

ARTICLE 1: EMPLOYMENT

(Entirely Re-issued 8/96)

POLICY

Fermilab places a high priority on hiring qualified individuals based on their ability to do the job without discriminating on the basis of race, sex, color, religion, national origin, age military background and disability. The Lab has an Affirmative Action Program to insure the implementation of its equal opportunity policy. The AAP establishes goals for jobs which have an underutilization of women and minorities. In addition, qualified individuals with disabilities are accommodated where reasonably possible.

Employment decisions are based on job-related, objective (based on observable/measurable facts) and uniformly applied information.

EMPLOYMENT OFFICE

The Personnel Administrators in Employment are responsible for the recruiting and preliminary screening of candidates, except for Scientific Staff. The coordination of recruiting Scientific Staff is the responsibility of the Director's Office with assistance from the Employment Office.

PERSONNEL REQUISITIONS

For full-time and part-time regular employees, term employees, and co-op students, a Personnel Requisition must be completed by the requester and approved by the Group Leader, the Section/Division Head, the Lab Director or his designee, the Equal Opportunity Manager and the Head of Lab Services. The requisitioning division/section manager and the Head of Laboratory Services are responsible for determining the level and title of the assignment based on the description of duties, essential functions and requirements.

The requisition must include the following information:

Description of Duties: A realistic description should include the important and prominent duties and responsibilities of the job. Peripheral duties may be noted. The description is unique to this job and

should be detailed enough to give a clear picture of what the employee will be expected to accomplish, i.e., end results.

Essential Job Functions: The essential job functions spell out the basic activities through which the job is performed. Essential functions are:

1. Major activities that the position exists to accomplish, i.e., must be performed to accomplish the job.
2. Activities which have a limited opportunity to be assigned to other persons.
3. Highly specialized activities.

Questions to answer in determining the essential functions are:

1. Does the position exist to perform this function?
2. Is there limited number of employees available among whom the performance of the job can be distributed?
3. Is the function highly specialized?
4. Is the person being hired for his/her expertise or ability to perform this function?
5. Is the job performed in an environment with factors such as unusual heat, cold, humidity, dust, toxic substances, or stress?
6. Are there specific/particular physical requirements, e.g., climbing ladders, carrying heavy loads, working in confined spaces, etc.?
7. Are there special attendance standards, e.g., overtime, call-in, shifts?
8. Are there special certifications required to do the work, e.g., ODH certified?

Requirements: This section of the requisition details the educational requirements and specifies course work and certifications the candidate must possess to handle the job. "Minimum" requirements should be designated as such, i.e., "must have." "Prefer" designates those items which are desirable but not absolutely required.

Remarks: This section may denote if the job is a replacement or a new position.

This is the appropriate place to spell out the work schedule and the percentage of time to be worked for part-time positions.

The Equal Opportunity Manager reviews each requisition to determine if a job is underutilized, specifically that there is not a representative number of protected class persons (women, minorities) in this classification. The requisitioner will be notified by letter if an underutilization exists. If a job is underutilized and if there are qualified candidates in the underutilized class, the Requisitioner may be asked by the Equal Opportunity Manager to give particular attention to hiring those qualified individuals.

The EO Manager also reviews the essential job functions of the requisition.

When the Job Requisition has been approved, it is forwarded to the Employment Office.

TEMPORARY AND ON-CALL EMPLOYEES

To hire temporary and on-call employees (the duration of employment is expected be no longer than six months), a Purchase Requisition must be completed giving the following information: title of job; a brief description of duties, responsibilities and requirements; the proposed dates of employment; the budget code; and an estimated cost. The requisitions must be approved by the Division/Section Head, the Head of Laboratory Services, and the Laboratory Director (or designee). The requisition is reviewed for consistency with project objectives and the possible utilization of regular employees. The approved requisition is then forwarded to the Employment Office.

Temporary employees receive most Laboratory benefits (see [Article 15](#)), and this category would typically be used for guest appointment for whom receiving benefits would be necessary. On-call employees receive only legally mandated benefits. On-call employees are generally used to supply replacements for regular employees on leave, for short-term projects requiring personnel to supplement regular staff, and for support of new projects with uncertain funding or continued viability.

AGENCY EMPLOYEES

Temporary employees to be supplied through an Agency are requested through a Purchase Requisition giving all the same information as required for temporary/on-call employees (see previous section). This source of employees would typically be used for obtaining particular technical skills for specific projects. The Division/Section Head approves the requisition; it is forwarded to the Head of Laboratory Services and then to the Associate Laboratory Director for approval. It is then forwarded to the Contracts Office in Business Services for action.

SUMMER EMPLOYEES

Summer employees are usually high school and college students hired to work in technical, administrative, and laboring positions for a specified period of time in the summer months. The hiring supervisor completes a Summer Employee Request Form (available in the Employment Office) describing the nature of the work, the length of assignment, the age and skill requirements, and a budget code. The form is approved by the Division/Section Head and forwarded to Employment. Employment maintains a file of available applicants. The requisitioner works with a Personnel Administrator in choosing the summer employee or may request that the Personnel Administrator assign the person.

APPLICATIONS

Employees who wish to apply for an [opening](#) must fill out an "Employee Application for Posted Opening" and return it to the Employment Office. Employees must be in their current job for at least six

months before they apply for a different job or have the prior approval of their current supervisor before becoming an applicant for transfer.

Applications from external sources are generated by the Personnel Administrators in the Employment Office.

The Personnel Administrator assigned to work with a particular opening will route copies of appropriate applications to the Requisitioner. The Requisitioner reviews the applications, determines who he/she wishes to interview, and notifies the Personnel Administrator by returning the form which accompanied the application.

INTERVIEW

The Personnel Administrator will contact the applicants for interviews and establish the date and time. When current employees are scheduled for an interview, they must notify their immediate supervisor. The interview will start in the Employment Office where the Personnel Administrator gives an introduction to the Lab and briefly describes the organization. The applicant then goes to the Requisitioner for the major part of the interview.

At the conclusion of the interview, the applicant returns to Employment for a second conversation with the Personnel Administrator. Questions are answered and benefits are discussed.

INTERVIEW EVALUATION

An Interview Evaluation Form must be completed for every applicant who is interviewed. No employment offer will be made until all interview evaluations are returned to Employment.

REFERENCES

The Personnel Administrator will check references for the applicant who is being seriously considered for a job offer and will investigate further under the following circumstances:

- If the applicant is currently on probation or has a felony conviction record
- If there are adverse/negative references
- If there are time gaps and/or inconsistencies on applicant records

An applicant will not be considered for employment if there is a deliberate misrepresentation of facts related to job requirements on the Employment Application and/or falsification of personnel-related documents.

Before a job offer is made, the applicant's college transcripts will be requested by the Personnel Administrator for persons who have graduated within the last ten years. As a minimum, every applicant's

attendance at and/or degree received from a university/college will be verified.

SELECTION/JOB OFFER

When the Requisitioner has completed all the interviews and interview evaluations and has determined there is a qualified candidate, he/she informs the Personnel Administrator of the choice. The Personnel Administrator will ascertain the starting salary (see [Starting Rates](#)). Formal employment offers are made by the Employment Section or the Director's Office (or its designee) for Scientific Staff. No offer/commitment, verbal or written, should originate outside these offices. Requisitioners should not discuss a specific salary offer with an applicant.

An offer letter will be sent by the Personnel Administrator. This will include the salary offer and benefits information. After the applicant has accepted the offer, the employment staff will send letters of regret to all other applicants who were interviewed.

STARTING RATES

Job classifications have ranges which establish the minimum and maximum limits of pay for that job title. Salaries are established by the requirements of the position, comparison with similar jobs within the Laboratory, and external comparison through wage surveys. Individual rates will vary within a job classification based on prior experience and relevant training or education. With the exception of occupations represented by union whose rates of pay are established by the existing contract, starting rates are set by Personnel and the Director's Office in consultation with and with the approval of the requisitioning Division/Section Head. Salary offers may require URA and/or DOE approval depending on current Laboratory operating procedures.

MEDICAL EXAMINATION

The post-offer employment physical examination will be conducted by Laboratory medical staff after the offer has been made. The Doctor will determine whether the applicant is acceptable or acceptable with restriction based on the applicant's health compared to the essential job functions and requirements.

RELATIVES

Because employment of a close relative in the same work group is generally deemed to be inappropriate, careful consideration must be given to such placement and must receive Division/ Section and administrative approval.

AGE

Typically no person under age 18 will be employed as a radiation worker. Any exception must be

approved by the Head of the Safety Section. The Age Discrimination in the Employment Act of 1967 bans discrimination because of age against anyone at least 40 years old.

PROBATIONARY PERIOD

There is a probationary period for all new employees which extends six months from the date of employment unless otherwise stated in applicable labor agreements or offers. A probationary period may also be instituted for a transfer, particularly when the new job is considerably different, and should be spelled out in the offer. Supervisors are asked to evaluate and recommend retention or release of new or transferred employees prior to the end of their probationary period. An involuntary termination during the probationary period is classified as a "Release" and is without prejudice.

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Guide to Personnel Practices and Policy

ARTICLE 5: WAGES, SALARIES AND AWARDS

(Entirely Re-issued 6/96)

GENERAL POLICY

The objective of Fermilab's policy on wages and salaries is to establish and maintain fair, equitable and competitive rates of pay based on:

1. the duties and responsibilities of each job
2. the prevailing rates of pay for comparable jobs in the appropriate job market
3. the relative personal contribution of each employee to the effective operation and development of the Laboratory.

Each employee's salary is based on his/her knowledge, ability, productivity and value to the Laboratory as indicated by his/her demonstrated performance. It is the goal of the Laboratory to attract, motivate, develop and retain highly skilled and productive employees. Work performance is reviewed and evaluated on a regular basis. It is reviewed formally in writing and during a meeting with the employee once a year (during the Performance Review Program). Work performance is reviewed and ranked for salary review purposes at least annually (for the July review).

UNION/NON UNION

The policies and practices described in this article are applicable to all non-union employees. Employees who are members of a bargaining unit are paid the negotiated rate for their specific job classification. Bargaining unit employees should reference their contract for information about wages.

SALARY STRUCTURE

Exempt/Non-Exempt

All jobs at the Laboratory are classified as either "exempt" or "non-exempt." The placement of jobs into one of these categories is determined solely by the "tests" specified by federal wage and hour legislation. Jobs which are exempt (monthly payroll) are not subject to the overtime provisions of the law. Non-exempt jobs (weekly and hourly payroll) are subject to the overtime provisions.

Job Descriptions

Each job has a title and a job description which describe the general duties and responsibilities of the job. These descriptions are for salary administration purposes and are not meant to describe each individual's unique responsibilities. Each job is placed within a grade which then determines the applicable range of pay.

Detailed duties and responsibilities specific to each individual employee are communicated to the employee by the supervisor and reviewed periodically. A formal written review is done annually through the Performance Review Program.

Grade and Range

There is a job classification structure for each of the exempt and non-exempt payrolls. The exempt structure has eleven grades, the non-exempt ten grades, and each grade has a range which has a minimum and a maximum rate. The grades (ranges) are overlapping, that is, the minimum of the grade will be within the range of the grade previous to it. All employees must be paid a rate within the range of the grade to which their job is assigned.

Jobs are placed in grades based on the duties and responsibilities of one job as compared to all other jobs in the Lab. They are also evaluated by comparing them to comparable jobs in similar and related organizations. Periodic audits are made of all jobs to determine the appropriateness of their grade.

On an annual basis, Personnel studies the minimums and maximums of the ranges to determine if they need to be changed and, if so, the amount of change. Personnel completes an extensive analysis of market data and makes a recommendation to the Directorate. The Laboratory is responsible for submitting a recommendation to the Department of Energy for any proposed range adjustment. Agreement between the two organizations is required to establish a modification in the range structure.

Salary Surveys

The Laboratory participates in and conducts its own salary surveys in order to compare the prevailing rates for jobs comparable to those in the Lab -- ones which are a good match in terms of skill, responsibility and working conditions from similar and related organizations. Survey data is solicited, studied and considered annually in order to determine whether the Lab remains in a competitive salary position.

INDIVIDUAL SALARIES

Each employee is paid a rate within the range of the grade assigned to his/her job (no one is to be paid below or above the range). The rate of pay is based on demonstrated performance -- not on the future

possibility of performance. Typically, an entry level employee with little or no relevant experience will be paid near the minimum of the range for that job. As the employee gains experience and skill/knowledge, becomes more productive, and assumes more responsibility, the rate of pay will generally progress to around the middle of the range. Employees whose performance is continuously outstanding generally progress to the upper part of the range.

Salary increases are based on the employee's performance as compared with the performance of other employees in the same job. No salary increases are automatic. Raises may be given during the annual salary review, upon promotion, or in a special merit increases as discussed below.

Annual Salary Review

General Policy

On an annual basis, all non-union employees are reviewed for a possible merit increase to be effective July 1. The amount of money which will be available for increases is established by Laboratory Management and requires the concurrence of the Department of Energy. This decision is based upon staffing considerations, the market position of current Laboratory salaries, general economic factors bearing on salaries, and budget considerations. Individual raises are determined by the management of the group and are based on performance, the individual's salary relative to pertinent peer relationships, and the individual's salary position in the range for that job. In no instance is a raise automatic. Increases are generally not appropriate for individuals who are on disciplinary probation and/or whose performance is unsatisfactory. Generally, guidelines for increases are consistent across all organizational units in the Lab. Occasionally, circumstances may indicate that raises for a particular category of employee should be different because of problems with internal or external (market) equity. In these instances the Laboratory Director may approve a modification to the guidelines to address the situation.

Procedure

Salary review "ranking" sheets are sent to the divisions with the following information listed: by group, a list of all employees with the same job title in salary rank order along with the pay range (minimum/maximum) for the grade. On these worksheets each employee is given two rankings - one for performance and one for salary. The suggested scale is 0, 1, 2, 3, (0 = unsatisfactory/no raise, 3 = highest). Performance rankings are determined by comparing the individual's performance to that of others in the same job; for example, Technician I's are compared with Technician I's. Salary rankings are developed on the basis of individual performance and other factors mentioned above. The salary rankings of the entire exempt payroll in the group must average 2; the entire non-exempt payroll must also average 2.

When the salary review work sheets are returned to Personnel, the salary rankings are checked and normalized when necessary to maintain the average. Each individual's ranking is then converted to the appropriate dollar amount as a proposed increase using the guidelines established for the Laboratory

wide salary review.

The work sheets are returned to the Division/Section for final review and "fine tuning." Changes may be made in the actual salaries as long as the sum of the changes equals zero.

The work sheets are returned to Personnel for review, approval and implementation. Depending upon the level of the salary, approval by the Director, URA and DOE may be required.

Promotions

When an employee's duties require increased skill, knowledge, and responsibility, it may be appropriate to promote him/her, i.e., assign to a higher graded job. To recommend a promotion, the supervisor, with the agreement of the department head, should send a letter to the Division/Section Head detailing the reasons that a promotion may be appropriate. Upon approval by the Division/Section Head, the recommendation is forwarded to the Head of Laboratory Services for approval(s) and implementation. (For further detail, please consult [Article 3: Job Classification](#).) Promotion recommendations may be made at any time during the year. Promotions should not be discussed with the employee until all approvals have been made.

Ongoing Merit Actions

A portion of the annual salary increase budget is reserved for merit increases which are more appropriately given throughout the year. This money is also apportioned equitably across the Lab. Recommendations for merit increases may be made at any time and should be made by letter to the Division/Section Head giving the reasons for the proposed increase. The specific procedures for each Section/Division may differ and should be obtained from the Division Office.

SUPERVISOR/EMPLOYEE COMMUNICATION

A supervisor should be aware of the classifications and salaries of all his/her employees. This information is available from the Division/Section Offices. Employees should be aware of their job classifications and the applicable minimum and maximum of the pay grade. They may also be given the job classification, grade, minimum and maximum of the next logical job to which they could aspire (e.g., a Technician I would request the information regarding a Technician II).

Salary classifications and range information are not distributed in their entirety as general information to employees. Also, supervisors are expected to treat each individual's salary as confidential information not to be shared with other employees.

It is the supervisor's responsibility to understand the wage and salary program and to provide the pertinent information to individual employees. Questions regarding the policies and practices should be directed to Division/Section management and/or to Personnel.

EMPLOYEE PERFORMANCE RECOGNITION AWARD PROGRAM (7/96 - 6/97)

Policy

A pilot special award program has been instituted for outstanding contributions to the Laboratory demonstrated by innovation, discovery, extraordinary effort, and/or cost reduction in one of the following areas: technical project management, management of major functional Laboratory areas, and scientifically significant programmatic contributions.

Eligibility

All project managers, senior management (all classifications including Computer Professional levels in Pay Grade A-7 and above), scientists, and engineers with a minimum of one year employment with the Laboratory are eligible for an award.

Procedures

Nominations can be made at the Directorate level or by Division and Section Heads to the Associate Directors or Deputy Director. Endorsed recommendations are forwarded to the Laboratory Director for final evaluation. An award application form may be obtained from the Director's Office or the Head of Laboratory Services.

The total amount of awards is determined each year as a fraction of the annual review authorization in collaboration with the DOE. The amount of an individual award will be determined by the Laboratory Director. Any award in a salary review year which exceeds the larger of \$10,000 or 15% of the awardee's base salary requires Contracting Office concurrence.

No employee will be considered for an award in more than two successive years. Scientists serving as project managers and/or senior management who forego research opportunities are exempt from this limitation.

PAYMENT METHOD

The Laboratory utilizes direct deposit of paychecks, i.e., electronic funds transfer to the employee's account(s). Pay may be directed to one, two or three accounts (checking and/or savings) with the split specified as a percentage or dollar amount. To initiate (or change) the direct deposit, the employee fills out a Direct Deposit Authorization Form and attaches a voided check for the checking account into which the pay is to be deposited. If funds are to be deposited into a savings account, the employee must check with his/her financial institution to validate the transmittal and account number and attach a deposit slip with this number. Pay is automatically deposited and available for immediate use on pay day.

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ARTICLE 18: TERMINATION OF EMPLOYMENT

(Last Amended 9/00)

TYPES OF TERMINATIONS

1. Termination/Resignation occurs when the employee chooses to terminate.
2. Termination/Discharge occurs when the Laboratory initiates the termination for disciplinary reasons.
3. Termination/Layoff occurs when the Lab reduces its work force.
4. Termination/Release occurs when the Lab initiates the termination for any of the following:
 1. an employee has not met the requirements of satisfactory performance within his/her probationary period
 2. unavailability beyond the control of the employee, e.g. medical problems
 3. unsatisfactory performance beyond the control of the employee

Retirement is a termination under the Laboratory's retirement policies. See [ARTICLE 22: GROUP INSURANCE PROGRAMS \(D\). TERMINATION REGULATIONS](#)

All terminations must be reported to Employment in advance of termination date to the extent possible. Employment sends the employee detailed instructions regarding the termination procedures and also informs Accounting, the Library, Credit Union and other relevant groups.

All Laboratory property should be returned at least two days in advance of termination date, whenever practical. In the event an employee has Laboratory property essential to the performance of his/her job, it may be retained until the scheduled termination date. A deduction may be made in an employee's final paycheck for any items of Laboratory property which have been issued to the employee and which are not returned or accounted for by the employee when he/she terminates.

An employee who is resigning must be at work on his/her last day of employment to terminate and may not take vacation so that he/she comes back for one last day to terminate. If the employee chooses to take his/her vacation, he/she must return to work for a week before terminating. (The only employees who may run out their vacation and return only for the day to terminate are retirees and those who are laid off by the Laboratory.)

Employees must report to (1) the Emergency Services Office (WH-Ground Floor) on the last day of employment to return their access keys, electronic entry cards, vehicle stickers and gate access cards & RF tags, (2) to the Medical Office (WH-Ground Floor) and (3) to the Employment Office (WH 15E) to complete the termination procedure.

DISPOSITION OF BENEFITS

Terminating employees receive payment for all unused vacation accrual at the time of termination. Group life, AD & D, business travel accident, long term disability, medical and dental insurance terminate the last day of employment. Terminating employees have thirty-one days to elect to convert their group life to an individual policy. Terminating employees may elect to continue medical and dental coverage under the provisions of Illinois Public Act 83-1006 and federal act, Public Law 99-272, Title X, also known as COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985). If the employee participates in the retirement program, he/she is entitled to determine the resolution of the plan under the options provided by TIAA/CREF and the SRA mutual funds.

In the event of a termination/release for medical reasons, any balance of sick leave will be paid to the employee.

LAYOFF

See [Article 26](#).

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ARTICLE 20: DISCIPLINE AND GRIEVANCES

(Last Amended 9/00)

DISCIPLINE

GENERAL POLICY

Except in serious cases requiring immediate termination of employment, the guiding principle of the Laboratory's discipline policy is to correct an employee's deficiencies through progressive discipline so that the employee will meet the Laboratory's requirements satisfactorily. Every employee is entitled to communications regarding his/her efforts including shortcomings which can lead to discipline. It is the supervisor's responsibility to evenly apply and fairly administer disciplinary procedures when an employee's conduct is unacceptable and unproductive. Disciplinary probation, suspension, or discharge may not be taken without the concurrence of the Division/Section Head and Head of Laboratory Services.

DISCIPLINARY ACTIONS

The progressive disciplinary steps are:

1. Oral Reprimand -- used to call the employee's attention to relatively minor first offenses. The problem and expected corrections should be explained. It should be done in private and a record should be kept of oral reprimands.
2. Letter of Warning to Employee -- used for repeated minor offenses or more serious first offenses. The letter should confirm the supervisor's discussions with the employee and cover the facts of the incident/problem and the consequences of continued unacceptable behavior such as probation or dismissal. The letter should be given to the employee in a meeting and a copy should be sent to the Records Office (WH15E) to be put in the employee's personnel file.
3. Disciplinary Probation -- used for repeated minor offenses and major first offenses. The length of the probation will depend on the seriousness of the offense, but will usually be from three to six months. The supervisor will notify the employee of the imposition of probation in writing. The letter must state the reasons for the probation, conduct to be adhered to and/or actions to be fulfilled during the period, and the consequences of not meeting expectations or of subsequent repetition. The Division/Section Head and Head of Laboratory Services must approve the probation before it is enacted. (See ["Disciplinary Procedure"](#))
4. Suspension From Work Without Pay -- typically used in two circumstances:

1. for a serious first offense which might have resulted in termination except for mitigating circumstances (the employee may also be put on probation), and
2. when an offense will probably be cause for termination based on the preliminary information, but all the facts or evidence necessary to make a final decision have not been obtained (if investigation absolves the suspended employee, he/she will be reinstated with back pay for the normal work time lost due to the suspension).

The length of the suspension varies. In most instances for a non-exempt (weekly/hourly) employee, it is one to three days. For exempt (monthly) employees, a suspension without pay must be in increments of one week. In some cases and at the discretion of Management, an employee may be required to take a vacation day or days (chosen by the supervisor) in lieu of suspension without pay. Forced vacation may be appropriate, for example, when the penalty for an exempt employee is a time period less than one week. For a similar infraction for non-exempt employees, the employee may be given the choice of suspension without pay or forced vacation. During the suspension, the employee may not be on site. The Division/Section Head and the Head of Laboratory Services must approve suspensions.

5. Termination -- used for a serious first offense or for an employee who has not responded to oral warnings, letters, probation and/or suspension. The Division/Section Head and Head of Laboratory Services must approve terminations.

TYPICAL DISCIPLINARY OFFENSES

Situations necessitating discipline are seldom identical; thus, each incident needs to be given careful consideration. In addition to the circumstances of the infraction, the previous record of the employee, length of service, etc., may be pertinent considerations. However, the following list gives examples of conduct which call for discipline and indicates the type of disciplinary action which will usually be the most appropriate for the first offense. This list is not all-inclusive and is intended for use as a guide. It should be clearly understood that offenses usually calling for discipline below the level of termination can be escalated due to the incident's circumstances. The Laboratory reserves the right to use whatever corrective discipline it deems appropriate for the particular circumstance.

Oral Reprimand would usually be appropriate for:

1. Unauthorized absenteeism including failure to report to scheduled work, reporting to work late, leaving work early, or excessively long breaks/lunch.
2. Careless mistakes, minor violations of safety or work rules.

Letter of Warning would usually be appropriate for:

3. Continued disregard of safety, fire, and health regulations including accident reporting.
4. Repeated minor offenses or continued actions which had previously resulted in an oral reprimand (e.g., negligent in performance, unauthorized absenteeism, etc.)
5. Serious behavioral problems which resulted in a disturbance in the work area such as harassment

of co-workers or horseplay.

6. Insubordination and/or willful neglect of duty. Disciplinary Probation would usually be appropriate for:
7. Continued problems for which the employee has received a written warning and major first offenses, e.g., a serious safety violation, a costly performance error, with an otherwise good work record. Suspension would usually be appropriate for:
8. Major first offenses with an otherwise good work record (often used in conjunction with probation).
9. Any major infraction of work rules which will involve more extensive investigation (such as falsifying records, damaging or misappropriating property or threatening the safety of others) and which, if facts substantiate, will result in termination. Termination would usually be appropriate for:
10. Final step for employees whose problems/deficiencies have not been corrected through progressive discipline.
11. Serious violation of safety regulations and/or gross negligence in the performance of work resulting in injury to the person or others or major equipment failure or loss.
12. Reporting for work while under the influence of an intoxicating or mood altering beverage or drug or the unauthorized possession or consumption of such substances on Laboratory premises during required duty hours.
13. Any activity on Laboratory property involving alcoholic beverages and/or drugs which are forbidden by law (e.g., pushing or selling, possession of an illegal substance, etc.).
14. Willful damage to or unauthorized removal of property.
15. Physical assault, employment fraud, possession of firearms.
16. Theft of Laboratory property, of Laboratory services (e.g., unauthorized use of a Laboratory vehicle), or of personal property located on site and belonging to another employee.

APPROPRIATE USE OF COMPUTER

The appropriate use of computers is spelled out in "Policies and Rules to Protect Fermilab Computers", a copy of which is given to each employee who uses a computer at the Lab. Employees are held accountable for knowing and abiding by these policies and rules. Activities for which an employee will incur serious disciplinary repercussions (or in certain cases criminal sanctions) are explained in this document. A copy of the document regarding policies and rules can be found on the web at:

<http://www.fnal.gov/cd/main/cpolicy.html>.

DISCIPLINARY PROCEDURE

Fermilab management expects the supervisor to conduct a thorough investigation of an incident or problem that may result in the imposition of disciplinary action. A thorough investigation will assure:

- that any resulting disciplinary action is work-related;
- that the degree of disciplinary action taken is commensurate with the actual impact of the misconduct on the work and reputation of the Laboratory, the safety of its employees, and/or its desire to maintain efficiency, order, and collegiality; and
- that the action is not inconsistent with actions taken in similar cases.

An investigation meeting these expectations will include:

- questioning the employee to learn the employee's explanation of his/her behavior or position in the matter,
- questioning any witnesses who are identified by the employee or are otherwise known to have relevant information,
- reviewing pertinent work records, and
- consulting with other managers and human resources personnel.

The investigation should produce answers to the following questions:

1. Was the employee aware of the standard of conduct, efficiency or other obligation he/she was expected to meet as an employee of the Laboratory and which forms the basis of the investigation?
2. Was the investigation conducted in a manner calculated to provide the employee a fair opportunity to express his/her views on the matter and to present evidence and witnesses to support his/her position?
3. Is the degree of disciplinary action under consideration consistent with actions taken in other cases; if no, are there mitigating or aggravating circumstances that account for the difference?
4. Is the degree of disciplinary action proportionate to the gravity of the misconduct?

When the supervisor proposes probation, suspension, or termination, he/she should document in a letter to the employee the action to be taken, the reasons for the action (continuing problems or a single event), the timing of the action, what must be done to correct the situation (for probation and suspension) and the consequences of not correcting the problem (for probation and suspension). Before the action is discussed with the employee, this letter must be approved (by signature) by the Section/Division Head and must be discussed with either the Head of Laboratory Services or the Manager of Employee Relations and approved by signature.

The supervisor then meets with the employee to discuss the action taken in the letter. The employee should sign the letter acknowledging that it has been discussed with him/her. A copy of the letter is then sent to the Manager of Human Resources to be included in the employee's personnel file.

DOCUMENTATION

It is the supervisor's responsibility to keep a written record of all disciplinary problems and actions. This record will include:

- the date and description of the problems
- the description and findings of the investigation
- the date and type of disciplinary action taken
- the date and brief summary of conversations held with the employee

- copies of all correspondence. The supervisor should be aware that in the legal defense of any management action all relevant information and documentation will be identified and made available through the discovery process in any legal challenge. Careful documentation enables the Laboratory to maintain consistency in its approach to discipline and is an important part of the disciplinary process.

GRIEVANCE PROCEDURE

OBJECTIVES AND DEFINITIONS

Grievances are work-related problems and complaints in which the employee feels he/she has not been treated equitably or in accordance with Laboratory policy. Employees are encouraged to discuss problems with their supervisors and each supervisor is expected to know Laboratory policies and procedures related to the group supervised and to explain them.

In most instances, a work place issue will be discussed with the supervisor informally, and the employee may not label it a grievance -- but simply a concern, gripe, complaint, etc. Through accurate information, good communication and equitable supervision of the group, the supervisor will gain the respect and confidence of the group so that most problems are resolved at this level.

When an employee feels she/he cannot discuss a problem/complaint informally with the supervisor, there is a formal grievance procedure he/she can use as outlined below.

All problems/complaints whether handled informally or through the formal grievance procedure are expected to be timely -- right after the incident/problem occurs. This makes it possible to obtain more accurate data/information.

PRESENTATION OF GRIEVANCE

Level 1

The employee should submit to his/her immediate supervisor in writing what the complaint/problem is (the nature of the problem, the facts on which it is based) and what action the employee requests. This must be done within ten working days of the incident/problem which prompted the complaint.

The supervisor will investigate the grievance, will make a determination about the grievance, and will reply to the employee in writing within ten working days of receiving the written grievance.

Level 2

If the employee wishes to appeal the supervisor's response, the employee shall do so in writing to his/her Division/Section Head within five working days of the supervisor's response. This written appeal should include a copy of the original grievance, a copy of the supervisor's response, and a letter explaining why the employee does not find the answer to be satisfactory and what action is requested.

If the subject of the employee's grievance is his/her supervisor, the employee may start the process at

Level 2 of the grievance procedure.

The Section/Division Head will meet with the employee and appropriate persons to discuss the grievance, will make a determination, and will inform the employee in writing within ten working days from the receipt of the appeal.

Level 3

If the employee is not satisfied with the response of the Division/Section Head, he/she may appeal in writing within five days to the Head of Laboratory Services or the Equal Opportunity Manager giving reasons for dissatisfaction. A copy of all the correspondence should be attached.

A human resources or EO representative will conduct an investigation and issue a written answer within ten working days of receipt of the appeal.

Level 4

If the employee does not consider the issue resolved by the Level 3 response, he/she may request in writing that the Head of Laboratory Services refer the grievance to the Director of the Laboratory. This request must be made within five working days of receipt of the last answer and all previous correspondence must be attached. The Director's representative will investigate the grievance and will issue a decision within fifteen working days of receipt of the appeal.

The decision of the Directorate representative shall be final and binding on all concerned.

TIME LIMITS

If a grievance is not presented within the time limits as spelled out above, it shall be considered waived and resolved. If the appointed management representative does not answer a grievance within the specified time limits, the employee may elect to immediately appeal the grievance to the next level.

The grievance procedure constitutes the exclusive mechanism by which employees may raise grievances.

GRIEVING A TERMINATION

An employee who is grieving his/her termination should start the procedure at [Level 4](#).

ENVIRONMENT, HEALTH, SAFETY COMPLAINTS

If the complaint or grievance is an environment, safety or health related concern, and the employee feels her/his supervisor is not addressing the concern, the employee should follow the procedure described in the Fermilab Environment, Safety and Health Manual (FESHM), Chapter 1070, Fermilab Employee Concerns Program, or contact the ES&H Section at extension 8069.

SEXUAL HARASSMENT COMPLAINTS

An employee who has any questions regarding the policy on sexual harassment or who feels he/she may have a complaint of harassment, should contact the Equal Opportunity Manager directly at extension

4633. All inquiries and discussions are handled confidentially.

Web Page Last Modified: September 19, 2000

Fermilab

Guide to Personnel Practices and Policy

ARTICLE 25: PERFORMANCE REVIEW

(Entirely Re-issued 9/97)

GENERAL POLICY

The Laboratory conducts an annual Performance Review for all employees except those who have not completed their first six months of employment. The form used for scientists (Associate Scientists, Applied Scientists, Scientists and Wilson Fellows) is called "Annual Fermilab Scientist Evaluation" and the form used for all other employees is called "Performance Review and Development Plan."

OBJECTIVE

The objective of Fermilab's Review Program is Employee Development, specifically:

1. to provide the employee and supervisor with a mutual understanding and agreement of job responsibilities and priorities
2. to provide the employee with specific feedback on job performance, i.e. a clear understanding of accomplishments, progress, and problems, and with suggestions for development
3. to provide joint goal setting for the employee's job assignment for the next twelve months taking into account the Laboratory's expectations and the employee's aspirations.

The performance review is formal documentation (a kind of annual "snapshot") of the ongoing process of performance management and feedback. The emphasis of the review is to foster excellence in future performance through a realistic and workable plan of action for the coming year, advising employees what is expected and providing a base of meaningful assessment and feedback through the year.

EMPLOYEE INVOLVEMENT

Each scientist is responsible for completing Sections A through E of the Scientist Evaluation and for submitting a complete and up-to-date curriculum vitae.

All employees reviewed using the Performance Review and Development Plan form should be asked to complete "Current Job Responsibilities," "Training," "Future Performance Goals," and "Future Training." Supervisors may also wish to request that the employee complete other sections of the form. An

appointment to discuss the review with the employee should be established.

Employee participation is critical to the review process -- making for a more productive interview and subsequent involvement. It emphasizes that the employee has the ultimate responsibility for his/her performance, development, and growth. Therefore, the supervisor should make it clear to the employee that the Lab expects him/her to be an active participant (not a passive recipient) in the process.

SUPERVISOR'S EVALUATION

For the Scientist Evaluations, the supervisor completes Section F and the department head completes Section G. Supervisors complete all sections of the Performance Review and Development Plan. General Considerations:

1. Base the evaluation on representative, job-related data for the entire year. Consider specific examples of results/output. Make sure the emphasis is placed on the key elements of the job.
2. Check the review for consistency within your group, i.e., hold similar jobs to similar standards.
3. BE HONEST. Inflated reviews are a disservice to both the Laboratory and the employee.
4. Be aware of rater biases, including:
 - everyone is "average"
 - all factors for an employee judged the same, i.e. all bad or all good
 - overemphasis on the last few months of work
 - stereotypes and/or prejudices (e.g., sex, race, age, background)
5. Do not use this form to make recommendations for promotion or merit increases. These should be made by separate letter according to Division/Section procedure.
6. Do not use this form as a vehicle to introduce a new step in the disciplinary process. This should be handled separately.

Current Job Responsibilities

The supervisor should compare the responsibilities submitted by the employee to his/her own description of the employee's duties. Any differences should be discussed with the employee. It is important that this section be filled out in some detail since this is the most accurate and up to date record of any individual's job description. (The official Fermilab position descriptions are used for wage and salary purposes, e.g., grading and pricing a job, and a single description can cover a large number of individuals.)

Review of Performance

On the Performance Review and Development Plan the first six sections: Quality of Work, Quantity of Work, Taking Action Independently, Relationship with People, Work Habits, Availability for Work, must be completed for everyone. Three sections, Effectiveness of Supervision, Pertinent/Important Factors Not Listed Above, and Recommendations for Improvement of Deficiencies, may not be

applicable for many employees and can be omitted (and so noted -- "does not apply").

Before completing the review, please reference the last review's "Goals" and "Criteria for Successful Performance." These should provide a basis for evaluating the past year's work. Performance should be evaluated against the goals and criteria which have been set for the employee's job.

The criteria and methodology the rater uses for evaluating the work should be consistent for all the employees in that category, e.g., all technician II's in the group are measured against similar standards. Also, terminology should be consistently applied within any one rater's appraisals.

If performance has been less than fully satisfactory, be specific about what is wrong, why it is not acceptable, and what will have to be done for it to meet expectations. If appropriate, work out a training/coaching/technical-supervision plan or offer other forms of assistance, and plan a follow-up schedule.

Next Review Period

"Future Performance Goals" should spell out the job assignment and responsibilities for the coming year. The goals should be specific and challenging but achievable with the emphasis on productivity, quality, and employee development. This is an opportunity to emphasize any change in the job responsibilities/duties. Employee participation is very important in this process; mutual goal setting is what encourages high productivity and improves performance. Lasting performance improvement is directly proportional to the employee's input and commitment to his/her goals and specific plans to attain them. The supervisor's recommendations for development might appropriately include the following: coaching, tutoring, recommendations for course work through tuition reimbursement, job rotation, "stretch" job assignments, and/or formal on-the-job training with formal feedback.

"Criteria for Successful Performance of Future Goals" must be completed for each employee. In this section you tell the employee how you evaluate his/her performance, that is, what factors are important and what quality standards you use to determine if performance is fully satisfactory. It is important that the employee understand what factors you consider when appraising his/her work and how they are measured. Examples of factors which might be applicable and assessed are: quantity, quality, timeliness, cost, critical skill/knowledge necessary, human relations factors, supervision, etc. Similar standards should be used for similar jobs so as to maintain consistency within your span of control. Discussion with other supervisors who are working with employees in similar assignments is encouraged.

DISCUSSION WITH EMPLOYEE

The discussion of past performance and future goals with the employee determines the success or failure of the review process. The purpose of this discussion is to communicate to the employee your evaluation and expectations and to understand the employee's reaction to your evaluation and his/her performance goals. The following are suggested to maximize the effectiveness of this interaction:

1. Schedule the meeting in a private place with sufficient time. Let the employee know you expect his/her active participation in the performance review and request that she/he prepare any questions or concerns which he/she may wish to discuss. You may wish to have the employee read your review before the meeting.
2. In preparing for the discussion, put special emphasis on citing specific examples of performance to be applauded, encouraged, corrected, etc. Avoid discussing personality characteristics.
3. Accentuate the positive. The review of the past year should be a summary of information the employee has received throughout the year. Place the main emphasis on future plans and assignments and on the development of strengths wherever possible. Gain agreement on the goals.
4. Involve the employee by asking him/her good questions, seeking solid information and using a problem solving approach.
5. When it is appropriate to criticize performance, site examples of unacceptable performance and give specific recommendations of what needs to be improved. Be prepared to give detailed information so that the employee understands what is expected. Avoid arguing and acknowledge disagreement if it exists, but make sure the employee understands that, willing or not, he/she is expected to perform work to the acceptable standards you have described. If an employee becomes too uncooperative or argumentative, cut the discussion short and reschedule the meeting.
6. Conclude the discussion by summarizing any major points and agreements.

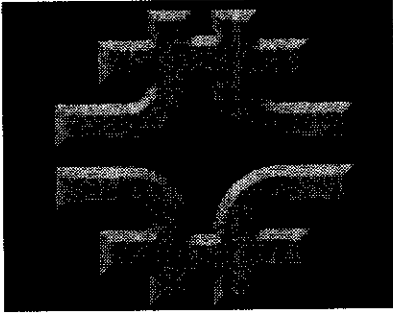
Near the conclusion of the meeting, the employee may wish to add information in the "Comments" section (particularly where the employee has disagreed with something in the evaluation). The employee is then asked to sign the form to indicate that he/she has read and discussed the review with the supervisor. If an employee refuses to sign the form after the meeting has been concluded, the supervisor should note this in the "Comments" and should forward the form with all others. After giving the employee a copy of his/her review, the supervisor sends the form to the Division/Section Office (or follows the procedure spelled out by the D/S Head). The Division/Section Office will forward the reviews to the Human Resources Department for review by a HR administrator and inclusion in the employee's personnel file. The HR administrator may follow-up with the supervisor where appropriate. Reviews are maintained in each employee's personnel file for five years after which they are destroyed, i.e., the last five reviews are kept.

TRAINING

Training in the use of the performance review system is available by contacting the Human Resources group. There is also information regarding training in the letter which the Head of Laboratory Services sends to initiate the annual appraisal process. A time will be arranged to accommodate the schedule of those requesting the training.

Web Page Last Modified: October 9, 1997

Performance Appraisal Training



Fermi National Accelerator Laboratory

Performance Appraisal Training, 2002

Introductory Remarks

Agenda

- Housekeeping
- Introductory remarks – Kay Van Vreede
- New performance appraisal system – Juanita Frazier
- New annual salary review system – Borys Jurkiw
- Transition – Kay Van Vreede
- Questions and Answers

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Performance Appraisal Training, 2002

Introductory Remarks

Objective

- To introduce the new performance appraisal and compensation system and teach you how to use the new appraisal form
- This summer we will offer additional training in:
 - Goal development
 - Writing accomplishment reports
 - Delivering performance appraisals

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Performance Appraisal Training, 2002

Introductory Remarks

Why Are We Changing the System?

- Employee Opinion Survey
- Focus Groups

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Introductory Remarks

What Did the Focus Groups Say?

- Knowledge of the process was vague or nonexistent
- Myth of the COLA
- No valid connection between performance and annual increase
- Often everyone received the same amount of raise to avoid hassles. Poor performers tolerated.

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Introductory Remarks

What Did the Focus Groups Say?

- Perception that across the board percentages allow a poor performer at a larger salary to receive more dollars than an excellent employee at a lower salary
- Concern about the "cap" limiting promotional opportunities
- Interest in team rewards
- Interest in non-monetary rewards

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Introductory Remarks

How Did We Address These Issues?

- Director formed a committee from all Divisions and Sections
- Research and benchmarking
- Programs developed and approved

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Introductory Remarks

Response to Issues

- Knowledge of the process was vague or nonexistent
 - New system developed
 - Employees clearly understand the criteria that they will be rated against
 - Current and future training sessions

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Introductory Remarks

Response to Issues

- No link between performance and increase. Everyone receives the same amount.
 - No COLA increase
 - New system emphasizes job accomplishment and directly links performance and increase

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Introductory Remarks

Response to Issues

- Perception that across the board percentages allow a poor performer at a larger salary to receive more dollars than an excellent employee at a lower salary
 - New system takes into account both position in salary range and performance rating in order to determine amount of raise


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Introductory Remarks

Response to Issues

- Concern about “cap” limiting promotional opportunities
 - What is this cap?
 - 4 restrictions: salary range, annual salary management fund approved by DOE, operating budget, DOE 15% approval
 - DOE has given us some relief on annual salary management fund


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Introductory Remarks

Interest in Team Rewards

- Team performance can be rewarded through annual salary management fund
- Director’s Awards


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**Introductory Remarks**

Interest in Non-Monetary Recognition Program

- Currently under study
- Any ideas? Send them to me!
 - MS 107
 - vanvreed@fnal.gov

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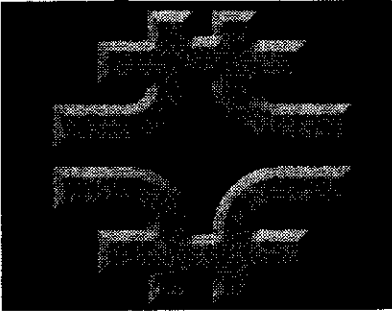
**Introductory Remarks**

Transition


- Goals will be set on the new form during this year's appraisal
- Full implementation of the new form will begin in 2003

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Fermilab's Performance Management Process



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Fermilab's Performance Management Process

Benefits of New Process

- Interactive
 - Employee and manager develop performance goals and objectives jointly
 - Employee has the opportunity to submit an accomplishment report that will be a factor in the evaluation
 - Process facilitates feedback by requiring manager/employee discussion

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Fermilab's Performance Management Process

Benefits of New Process

- Objective
 - Specific job competencies listed
 - Rating scale provided

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Fermilab's Performance Management Process

PERFORMANCE LINKED TO COMPENSATION

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Fermilab's Performance Management Process

Benefits to Managers


- Fosters communication
- Provides an objective record of job performance
- Provides an equitable and consistent evaluation process
- Integrates department goals

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Fermilab's Performance Management Process

PERFORMANCE LINKED TO COMPENSATION


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Fermilab's Performance Management Process

Process Participants


- Employee
- Appraiser (Rater)
- Reviewer (Rater's Supervisor)

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Appraisal Based Decisions

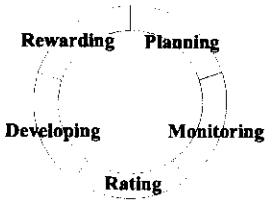
- Promotion
- Advancement
- Selection for training
- Salary administration
- Discipline




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Fermilab's Performance Management Process

Components of Performance Management



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Fermilab's Performance Management Process

Performance Appraisal Form

- The new performance appraisal instrument incorporates the components of performance management

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Refer to handout 1, completed appraisal.



Fermilab's Performance Management Process

Performance Appraisal Form

- There are four separate forms, which are all goal-based:
 - Administrative support positions
 - Skilled trades and technical positions
 - Exempt professional positions
 - Scientific positions*
- Different job competencies on each form

* The scientific review has always been interactive, and the content remains unchanged


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Fermilab's Performance Management Process


Summary

1. Set goals, discuss goals and obtain employee signature
2. Six month progress review
3. Employee completes accomplishment report
4. Supervisor reviews accomplishment report and rates goals and competencies
5. Obtain Reviewer Signature
6. Submit the rating to the Compensation Group
7. Discuss performance appraisal form and increase with employee and set goals for next appraisal period
8. Submit performance appraisal form to Employee Relations

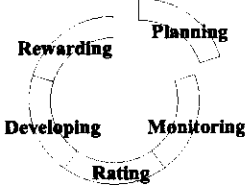
This is an ongoing process!



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Fermilab's Performance Management Process

Components of Performance Management



- Setting goals or defining job elements is an essential part of the planning process

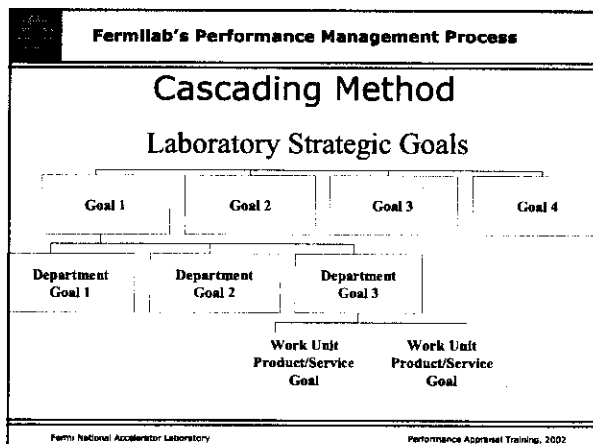
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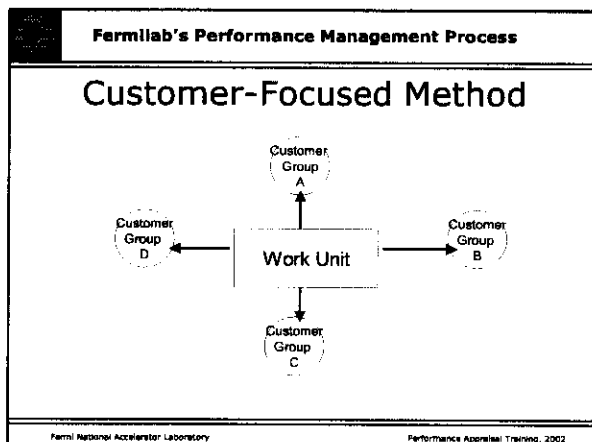

Fermilab's Performance Management Process


How to Develop Goals

- Job responsibilities/elements - write goals based on an employee's everyday duties or use elements from the employee's job description
- Hierarchy - cascade division/section and department goals to employees
- Customer focus - write goals based on your customer's needs

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Fermilab's Performance Management Process

Performance Goals/Elements (Section A)


- Objective measurement against set of effective SMART goals.
 - Specific
 - Measurable (Verifiable)
 - Action-Oriented
 - Realistic
 - Time-Oriented

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Fermilab's Performance Management Process

Specific Goals

- Specific goal: We will reduce the number of repeat repair jobs on HVAC units by 35% in the next 12 months.
- Nonspecific goal: We will reduce instances of repeat repair jobs.




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Fermilab's Performance Management Process

Measurable/Verifiable Goals

- Measurable goal: We will reduce scrap by 20%.
- Nonmeasurable goal: I will talk to the workers about being more careful so they can reduce the current amount of scrap.




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Fermilab's Performance Management Process

Action-Oriented Goals

- Action-Oriented goal: We will conduct department meetings once a month with a published agenda, so employees can come prepared to offer their input on the meeting topics.
- Ineffective action-oriented goal: We will improve communication with employees.




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Fermilab's Performance Management Process

Realistic Goals

- Realistic goal: All domestic travel vouchers will be submitted to Accounting within five work days of receipt.
- Nonrealistic goal: All domestic travel vouchers will be submitted to Accounting within an hour of receipt.




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Fermilab's Performance Management Process

Time-Oriented Goals

- Effective time-oriented goal: All supervisory personnel will complete their Performance Management training by May 1.
- Ineffective time-oriented goal: We will try to get the supervisory personnel trained after the busy season.



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Fermilab's Performance Management Process

Setting Goals


- Goals can be set by the supervisor, the employee or both

Practice (30 minutes)

- In groups of two, set 4 SMART goals
 - 2 using the senior technical aide job description
 - 2 using the secretary III job description
- Use as many SMART characteristics as possible in each goal

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Write goals on handouts 2 & 3. Refer to handout 4 for action words to help you write goals.



Fermilab's Performance Management Process

The Goal Discussion

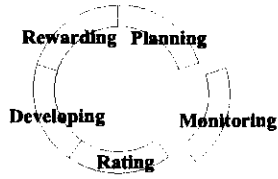
- Set the goals
- Discuss how success will be measured
- Review the competencies for the job class
- Employee signs Section C—Employee Acknowledgement

Watch Goal Discussion Video (10 minutes)


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Fermilab's Performance Management Process

Components of Performance Management




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Fermilab's Performance Management Process

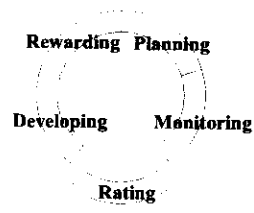
Progress Review (Section D)

- A mid-year progress review is recommended for all employees
- It is required for employees rated 2 or below in the preceding appraisal period
- Periodically review goals whenever priorities shift


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Fermilab's Performance Management Process

Components of Performance Management



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Fermilab's Performance Management Process

Accomplishments (Section B)

- The employee completes an accomplishment report that is submitted to the supervisor
- The supervisor reviews the accomplishment report before completing Section B—Accomplishments

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Refer to handout 5, accomplishment guidance for employees and scientists.


Fermilab's Performance Management Process

Ratings Defined

- Ratings are divided into five different ranges
 - 5+ and 5
 - 5- thru 4
 - 4- thru 2+
 - 2 and 2-
 - 1


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Fermilab's Performance Management Process

Level 5+ and 5 Ratings

- An employee's performance is rated at this level if he/she:
 - Consistently met expectations for a specific responsibility **and** consistently did one or more of the following:

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Fermilab's Performance Management Process

Examples of 5+ and 5 Performance

- Proposed excellent solutions to problems that he/she would have been expected to identify, not solve, and/or anticipated subtle problems that he/she would not have been expected to foresee.
- Proposed especially innovative new services to offer or dramatically improved ways of performing functions.
- Repeatedly received accolades from customers, sponsors, peers, and/or the scientific community for excellent work.
- Consistently demonstrated types or levels of skills and knowledge that surpassed his/her position requirements.

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Fermilab's Performance Management Process

Level 5- thru 4 Ratings

- An employee's performance is rated at this level if he/she:
 - Consistently met expectations **and** sometimes did one or more of the following:

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Fermilab's Performance Management Process

Examples of 5- thru 4 Performance

- Took initiative to facilitate overall team productivity when involved in team assignments.
- Demonstrated levels of effort, quality of work under stress and tight deadlines, initiative, innovation, advocacy and leadership that went beyond his/her position requirements.
- Made few mistakes and did not repeat them when mastering new skills/knowledge.
- Volunteered for special projects and successfully participated in or led those projects.

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Level 4- thru 2+ Ratings

- An employee's performance is rated at this level if he/she:
 - Consistently met the following expectations:

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Examples of 4- thru 2+ Performance

- Worked hard, stayed focused on tasks, produced a quantity and quality of work that met expectations.
- Completed all responsibilities with a thoroughness and accuracy commensurate with what would be expected of someone in that job.
- Consistently demonstrated the types and levels of skill and knowledge required for his/her level of job.
- In addition to "doing things right" did the "right things." Made appropriate judgments about the scope and nature of tasks he/she was to perform.


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Fermilab's Performance Management Process

Level 2 and 2- Ratings

- An employee's performance is rated at this level if he/she:
 - Successfully met some goals and demonstrated efforts in meeting others, but failed to consistently meet all goals


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Fermilab's Performance Management Process

Level 2 and 2- Action Plan

- Employee informed (sometimes in writing) of performance deficiencies


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Fermilab's Performance Management Process

Level 1 Rating

- An employee's performance is rated at this level if he/she:
 - Failed to meet goals

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Fermilab's Performance Management Process

Level 1 Action Plan

- Performance Improvement Plan
 - Can be done at any point in the year
 - Implemented for 30, 60 or 90 days
- Possible performance-based discharge

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Refer to handout 6, sample performance improvement plan.


Fermilab's Performance Management Process

Rating the Goals

- To arrive at the goal rating, the supervisor may
 - Weight goals differently
 - Average goal ratings

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Example of Averaged Goal Rating


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Example of Weighted Goal Rating

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Job Competencies (Section E)


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Fermilab's Performance Management Process

Overall Assessment (Section F)

- How to arrive at an overall rating
 - Goal rating = primary overall rating
 - Competencies = + or - after the overall rating
 - Employees who demonstrate exceptional competencies should receive a + after the overall rating
 - Employees who demonstrate competencies that meet expectations should not receive a + or - after the overall rating
 - Employees who demonstrate competencies that are below expectations should receive a - after the overall rating


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Fermilab's Performance Management Process

Example Overall Ratings

- Goal Rating = 3
- Competencies = meets expectations (no + or -)
- Overall Rating = 3
- Goal Rating = 3+
- Competencies = exceptional (+)
- Overall Rating = 4-


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Fermilab's Performance Management Process

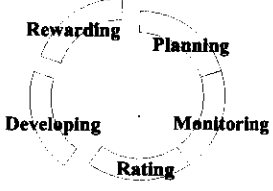
Supervisory/Managerial Approvals/Acknowledgements

- After a rating has been determined, the supervisor must sign the Rater Signature Section of the form
- Before ratings are sent to the Compensation Group, the supervisor must obtain a signature from his/her supervisor in the Review Signature Section of the form


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Fermilab's Performance Management Process

Components of Performance Management




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Fermilab's Performance Management Process

The Appraisal Discussion

- Review the performance appraisal with the employee
- Present the salary increase to the employee
- Complete Section G—Development Plan
- Complete Section H—Employee Comments
- Employee signs Section I—Employee Acknowledgement
- Goals for next appraisal period are set


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Fermilab's Performance Management Process

Summary

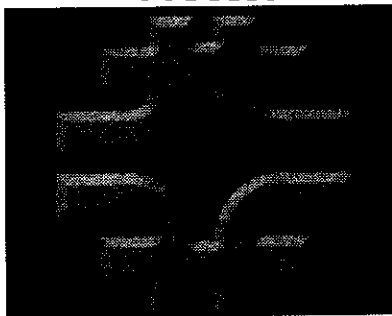
1. Set goals, discuss goals and obtain employee signature
2. Six month progress review
3. Employee completes accomplishment report
4. Supervisor reviews accomplishment report and rates goals and competencies
5. Obtain Reviewer Signature
6. Submit the rating to the Compensation Group
7. Discuss performance appraisal form and increase with employee and set goals for next appraisal period
8. Submit performance appraisal form to Employee Relations

This is an ongoing process!



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Fermilab's Compensation Process



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Fermilab's Compensation Process

Compensation Program Objectives

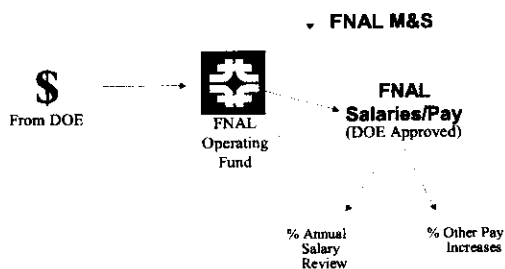
- To establish and maintain equitable and competitive pay rates based on:
 - Duties and responsibilities of each job
 - Prevailing pay rates for comparable jobs
 - Relative contribution of each employee to the effective operation and development of the laboratory

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Fermilab's Compensation Process

Pay Approval Process



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**Fermilab's Compensation Process**

Salary Review Objectives

- To recognize performance
- To maintain pay competitiveness

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**Fermilab's Compensation Process**

Challenge

- The laboratory has a finite amount of money to distribute among a large population

YOU CAN'T BREAK THE BANK


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**Fermilab's Compensation Process**

Current System

- Manager assigns a performance rank of 0-3 to employee
- Manager assigns a salary rank of 0-3 to employee
- No requirement for performance rank and salary rank to be the same


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Fermilab's Compensation Process

New System

- Better meets our salary review objectives because pay increases will be:
 - Based on an employee's performance rating
 - Reflective of the "market value" of the job


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Fermilab's Compensation Process

PERFORMANCE LINKED TO COMPENSATION

COMPENSATION LINKED TO MARKET VALUE


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Fermilab's Compensation Process

Determining Market Value

- The lab surveys job markets annually and uses the data to place jobs in appropriate grades and pay ranges
- The lab performs an ongoing review of job descriptions

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Fermilab's Compensation Process

Pay Range

- Each job grade has a pay range associated with it. The range is divided into thirds (terciles).

| | |
|-----------------------------|----------------------|
| Upper/Premium Tercile | Above Market Average |
| Middle/Market Tercile | Market Value |
| Lower/Developmental Tercile | Below Market Average |


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Fermilab's Compensation Process

Lower/Developmental Tercile

- In general the employee is learning/developing the skills needed to perform the job therefore the pay rate is below the market average
- Pay increase is higher than the general employment market
 - To reflect increasing job skills
 - To move the employee's pay rate to the middle of the pay range

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Fermilab's Compensation Process

Middle/Market Tercile

- In general the employee possesses the skills needed to perform at the "journey" level in the job
- Pay increase is in line with the general employment market

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Fermilab's Compensation Process

Upper/Premium Tercile

- In general the employee possesses the skills needed to perform the job well and has consistently exceeded the performance expectations set
- Pay increase is lower than the general employment market because:
 - The employee already benefits from a pay level that is above the market value

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Fermilab's Compensation Process

Pay Distribution Example

Pay Distribution Target = 3.5%; 75% increase scope from Perf. Rating = 3 to Perf. Rating = 5+

| Perf. Rating | | 5+ | 5 | 4+ | 4 | 4- | 3+ | 3 | 3- | 2+ | 2 | 2- | 1 |
|------------------------|--------|-----|-----|------|-----|-----|------|------|-----|-----|-----|-----|-----|
| % Increase per Tercile | Upper | 4.4 | 4.1 | 3.85 | 3.6 | 3.3 | 3.0 | 2.75 | 2.5 | 2.0 | 1.5 | 0.0 | 0.0 |
| | Middle | 6.1 | 5.7 | 5.35 | 5.0 | 4.6 | 4.25 | 3.9 | 3.5 | 3.0 | 2.5 | 2.0 | 0.0 |
| | Lower | 7.9 | 7.4 | 6.9 | 6.4 | 6.0 | 5.5 | 5.0 | 4.5 | 4.0 | 3.5 | 3.0 | 2.5 |

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Fermilab's Compensation Process

Sample Increases

| Tercile | Present Salary | Performance Rating | Percent Increase | New Pay Rate |
|---------------------|----------------|--------------------|------------------|--------------|
| Upper/Premium | \$50,500 | 1 | 0% | \$50,500 |
| Middle/Market | \$40,700 | 1 | 0% | \$40,700 |
| Lower/Developmental | \$31,000 | 1 | 0% | \$31,000 |

* All employees are subject to a performance improvement plan

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| Fermilab's Compensation Process | | | | |
|---------------------------------|----------------|--------------------|------------------|--------------|
| Sample Increases | | | | |
| Tercile | Present Salary | Performance Rating | Percent Increase | New Pay Rate |
| Upper/ Premium | \$50,500 | 3 | 2.5% | \$51,800 |
| Middle/ Market | \$40,700 | 3 | 3.5% | \$42,100 |
| Lower/ Developmental | \$31,000 | 3 | 4.5% | \$32,400 |

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| Fermilab's Compensation Process | | | | |
|---------------------------------|----------------|--------------------|------------------|--------------|
| Sample Increases | | | | |
| Tercile | Present Salary | Performance Rating | Percent Increase | New Pay Rate |
| Upper/ Premium | \$50,500 | 5+ | 4.4% | \$52,700 |
| Middle/ Market | \$40,700 | 5+ | 6.1% | \$43,200 |
| Lower/ Developmental | \$31,000 | 5+ | 7.9% | \$33,400 |

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| Fermilab's Compensation Process | |
|--|--|
| <p>VALUE IS LINKED TO THE SIZE OF THE PAYCHECK</p> <p>NOT THE % INCREASE</p> | |

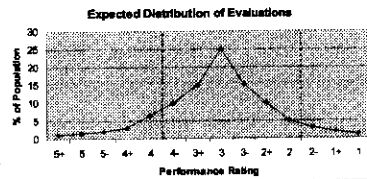
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Fermilab's Compensation Process

Distribution of Ratings

- It is expected that the average performance rating for each division/section will equal 3 and approximately 75% of ratings will fall between 4- and 2+



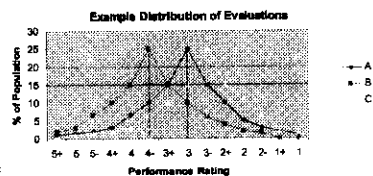
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Fermilab's Compensation Process

Pay Increase Adjustments

- If the average performance rating for a division/section is higher or lower than 3, the pay increase level is adjusted in the same direction



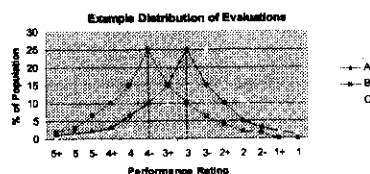
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Fermilab's Compensation Process

Pay Increase Adjustments

- If the intended overall pay increase is 3.5%
 - 3 performance rank will equal 3.5% increase for A
 - 4- performance rank will equal 3.5% increase for B
 - 3- performance rank will equal 3.5% increase for C



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Fermilab's Compensation Process

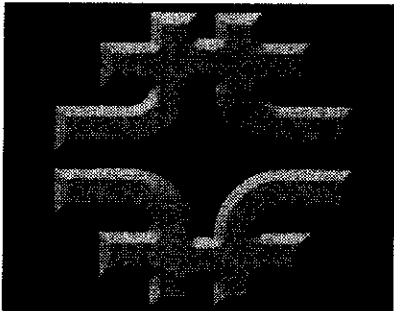
PLEASE BE PATIENT—

THIS IS A LEARNING
PROCESS FOR ALL OF US!

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Transition Plan



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Transition Plan

Why Transition?

- The new performance appraisal system is goal based
 - Clear goals may not have been set on last year's performance evaluation
 - Goals are necessary to calculate the final rating and arrive at a pay increase

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Transition Plan

Performance Evaluation Transition

- Old form was revised to remove future goals, training and performance standards
- Employees and supervisors should complete the revised form by August 15
- Together the employee and supervisor should complete the goals portion of the new form

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Refer to handout 7, revised old form.

Transition Plan

Performance Evaluation Transition

- After the employee and supervisor discuss performance and goals, the old form is signed and submitted to the Employee Relations office
- The new form, which contains the goals, is kept by the supervisor to be completed next year

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Transition Plan


Compensation Transition


- The salary review form has been revised to reflect the link between performance and compensation
- Supervisors will assign only one rank for performance and compensation
- We will maintain the 0 to 3 ranking system for this year and migrate to the 1 to 5+ system next year


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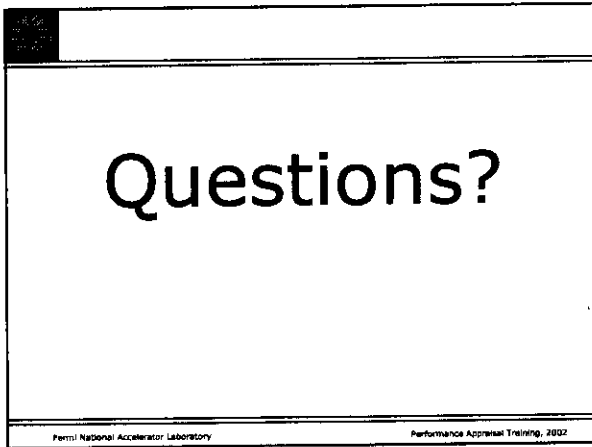
Performance Appraisal Training, 2002

Refer to handout 8, 2002 salary review.

| | |
|---|--------------------------------------|
|  Transition Plan | |
| <h2 style="text-align: center;">Transition Schedule</h2> | |
| <ul style="list-style-type: none"> • 2002 <ul style="list-style-type: none"> – July 15 – Salary rankings must be complete. They will not be returned. – August 15 – Performance appraisals are due – July/Aug – Managers and employees discuss performance appraisals. Goals for the following year are set on the new form. | |
| Fermil National Accelerator Laboratory | Performance Appraisal Training, 2002 |

| | |
|---|--------------------------------------|
|  Transition Plan | |
| <h2 style="text-align: center;">Transition Schedule</h2> | |
| <ul style="list-style-type: none"> • 2003 <ul style="list-style-type: none"> – June/July – Manager completes performance appraisal based on last year's goals. Completion of this form is <u>mandatory</u>. – July/August – The compensation group develops pay increases based on the performance evaluation ratings – August/September – Managers and employees discuss appraisal and pay increase. Goals for the following year are also set. | |
| Fermil National Accelerator Laboratory | Performance Appraisal Training, 2002 |

| | |
|---|--------------------------------------|
|  Transition Plan | |
| <h2 style="text-align: center;">Summary</h2> | |
| <ul style="list-style-type: none"> • The new performance appraisal system was developed in response to an employee opinion survey • Representatives from each division/section were involved in developing the new system • All supervisors and employees are being trained in the new system • There will be opportunities for future training in goal development, writing accomplishment reports and delivering performance appraisals • The new system links performance to compensation • A transition period is necessary prior to implementation of the new system in 2003 • Human Resources is always available to answer your questions about performance management and compensation | |
| Fermil National Accelerator Laboratory | Performance Appraisal Training, 2002 |



**Refer to handout 9, useful links, for
further information on the new process.**



Fermilab

September 6, 2002

To: Fermilab Staff

From: Michael Witherell *M Witherell*

A Report to Employees: Changes to the New Fermilab Performance Management System

Over the course of training for Fermilab's new performance management system, a significant number of employees raised concerns. In response to these concerns I appointed an ad hoc committee of directors to review the new system.

The committee interviewed managers from a broad cross-section of the laboratory in both programmatic and support organizations. Based on these interviews and on the input of many other Fermilab employees, the committee made a number of recommendations:

1. Under the pre-2002 system, pay increases were not necessarily tied to the performance appraisal ranking. The Ad Hoc committee agreed that an employee's annual pay increase should be directly related to performance rank and the performance rank should be conveyed to the employee during the appraisal process.
2. Employees, including supervisors, were concerned that the new system failed to take into account that not every job lends itself to easily predictable and quantifiable goals. The committee agreed that the appraisal system should include setting goals, but the goals should be flexible and broad enough to recognize unique job requirements and circumstances.
3. The new system should abandon the proposed tercile plan, in which the percentage of annual pay increases would depend on an employee's current position in the pay range: high, low or middle. The laboratory should retain a system in which the performance rating is matched to a percentage pay increase without regard to position in the pay range.
4. The new system should make sure that all employees are treated fairly, despite differences among supervisors, groups, divisions and sections, by requiring that pay increases within and between work groups achieve the same average target value. Some groups might achieve a higher value if higher-level supervisors believe it is warranted, as long as the laboratory as a whole maintains the average. Employees felt the new system had the potential for unfairness in the treatment of various groups across the laboratory.

I have accepted the committee's report. The new system will incorporate the following noteworthy points and changes.

1. The system will allow for flexibility in goal setting. The recently offered goal-setting classes emphasized flexibility and introduced some helpful new concepts for supervisors and employees to use. Some of this information, as well as examples of different goals for many job categories, is available from the Laboratory Services Section homepage at

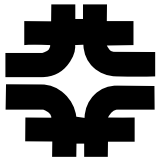
<http://www-lib.fnal.gov/lsection/>.

Additional goal-setting classes will be offered for both supervisors and employees throughout FY03. If you are interested in attending a goal-setting class, you may enroll at

<http://fnalpubs.fnal.gov/train-dev/goal.html>.

2. We will not use a tercile system. For every performance ranking there will be a corresponding percentage pay increase that will apply regardless of the position in a pay range.
3. On a scale of 1-5, a rating between 3 and 4- indicates good solid performance and possibly exceptional performance on some goals. Most employees will be rated between 3 and 4-. In order to ensure fairness across departments and divisions/sections, we will require each division and section to average to 3+.

I would like to thank all the employees who brought these concerns and suggestions to my attention. With your continuing involvement and commitment to make it work, I believe we will have a performance evaluation system that is fair, understandable, and makes Fermilab a better place to work.



2.0 Personnel Training and Qualification

This section describes the Technical Division's training program, as well as the division's policies on job qualifications.

2.1 Policy

The policy of the Technical Division is to hire personnel who possess the appropriate level of skill, experience, and academic qualifications to support the achievement of the division's mission; and to encourage their continual development through ongoing education, training, and expanded work experience.

All Technical Division personnel (including contract personnel) are to have the appropriate training and experience to ensure that they are capable of performing their assigned work to the appropriate level of safety, efficiency, and quality. In coordinating personnel training activities, training providers should be cognizant of the fact that the Technical Division scope of work involves the collaborative effort of personnel who have widely divergent levels of education, skills, and experience.

2.2 Responsibilities

2.2.1 Division Head Responsibilities

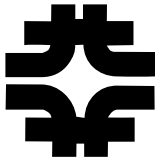
The Division Head provides the necessary resources to ensure that Technical Division personnel are appropriately trained and qualified for their jobs. The Division Head is responsible for personnel training and qualification for members of the headquarters staff, and for maintaining records of such training and qualifications.

The Division Head is responsible for the training of HQ staff and Department Heads so that they understand the requirements described in this program.

2.2.2 Department Head Responsibilities

Department Heads are responsible for personnel training and qualifications for their scope of work or activities, and for ensuring that the training is sufficient to enable their department to fulfill the stated objectives of the division. This training includes, at a minimum, basic skills, on-the-job training (OJT), the appropriate environmental, safety & health (ES&H) training that is defined in the Fermilab ES&H Manual, and the appropriate training on the division quality system and objectives.

Department Heads are also responsible for maintaining adequate records of the training (see section 2.8).



Refer to Appendix A for the most current location of the Fermilab ES&H Manual.

2.2.3 Line Management Responsibilities

Line management is required to be familiar with Laboratory policy on ES&H responsibilities as set forth in the Fermilab ES&H Manual.

Line management is responsible for ensuring that personnel training and qualification requirements are met for the assigned scope of work and activities. This includes Technical Division personnel and those personnel from outside the division who are under the direct supervision of line management.

2.3 Personnel Specific Positions (Job Openings)

Qualifications for specific job positions (job openings) are spelled out in personnel requisitions to ensure that only qualified candidates are considered for available positions. These personnel requisitions require a level of detail listing specific qualifications, required experience/skills, formal education, or any other job related requirement, and must be consistent with Fermilab Employment (personnel) requisition requirements, policies, and practices.

2.4 Education Qualifications

The education that is required for obtaining a university/college degree (or other professional certification) constitutes qualification for working within the discipline in which the degree was granted. Equivalent work experience and technical activity in a related discipline may also constitute acceptable qualifications.

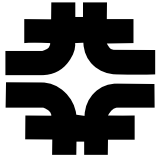
2.5 Individual Training Needs Assessment (ITNA)

To ensure that training needs are maintained at an appropriate level, a training needs assessment is required for each employee on an annual basis or whenever a change in job assignment or job hazards occurs.

The annual training needs assessment is conducted during the performance review process. It includes a review of employee training needs with respect to the work the employee is expected to perform or hazards that the employee would be exposed to in the normal performance of the assigned job.

2.6 Training Plan

An output of the performance review is a plan to implement the training needs of each employee within the division. Some training needs may be coordinated



through the headquarters office so that training can be provided division-wide (e.g. ES&H training). On-the-job training is coordinated through the Department Head and area supervision.

2.7 Specific Job Related Training

For work that does not require an accredited university/college degree or other professional certification, implementing management is responsible for developing training that is appropriate to the complexity, hazard, and programmatic significance for their scope of work or activities.

When it is determined that an employee needs specific job related training in order to effectively and efficiently carry out duties that are assigned, training will be made available to the employee. Where possible, in-house training will be provided to ensure that an appropriate level of skills, knowledge, expertise, and experience are available to accomplish the stated mission and objectives. Training may come from several sources such as mentoring, or as provided by physicists, engineers, supervisors, lead personnel, consulting firms, quality assurance personnel, Environment Safety & Health (ES&H) personnel, approved formal organizational training agents, or other sources. When in-house training is not practical or adequate, outside sources will be used to provide training.

2.8 Training Records

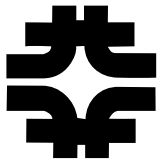
2.8.1 The TRAIN database is the official record for all ES&H training. ES&H training is recorded in the TRAIN database by ES&H personnel.

2.8.2 Records of on-the-job training (not related to ES&H) are maintained at the department or group level. The responsible group determines the method of record keeping, such as TRAIN. The method must allow for easy retrieval and review of the records.

These records may be limited to recording when the training was complete on the Performance Review form. It is not a requirement to maintain these records "real-time". It is sufficient to update the training records for the previous year during the performance review.

2.8.3 Records of training from attending formal courses are maintained by the individual taking the training. A note should be made on the performance review form that the training took place, but the individual maintains the official certificate.

2.8.4 Individuals who have been operating a piece of equipment for more than one year are considered to be "grand-fathered", and as such a record stating that they are trained does not need to be maintained.



Section 1:

Technical Division Organization Chart

<http://www-td.fnal.gov/> ("Tech Division Info" tab)

Fermilab Policy Manual

<http://www.fnal.gov/directorate/documents.html> ("Fermilab Director's Policy Manual")

Fermilab ES&H Manual

http://www-esh.fnal.gov/home/esh_home_page.html ("Manuals and Procedures")

Appendix I of the DOE/Fermilab Prime Contract

Available in hard-copy from the Directorate (bobgrant@fnal.gov).

TD Policies and Procedures Manual

Hard-copy distributions in the headquarters library and the Senior Safety Officer. Documents are also being migrated to the TD home page <http://www-td.fnal.gov/> - click on the "Tech Division Info" tab.

Section 2:

Fermilab ES&H Manual

http://www-esh.fnal.gov/home/esh_home_page.html ("Manuals and Procedures")

Performance Review

<http://fnalpubs.fnal.gov/policyguide/art01set.html> (article 25)

See also <http://fnalpubs.fnal.gov/lssection/2000review.html>, and replace the year with the current year.

TRAIN database

http://www-esh.fnal.gov/home/esh_home_page.html ("Training and TRAIN")

Grassroots Committee Guidance Document

Available in hard copy from division headquarters.